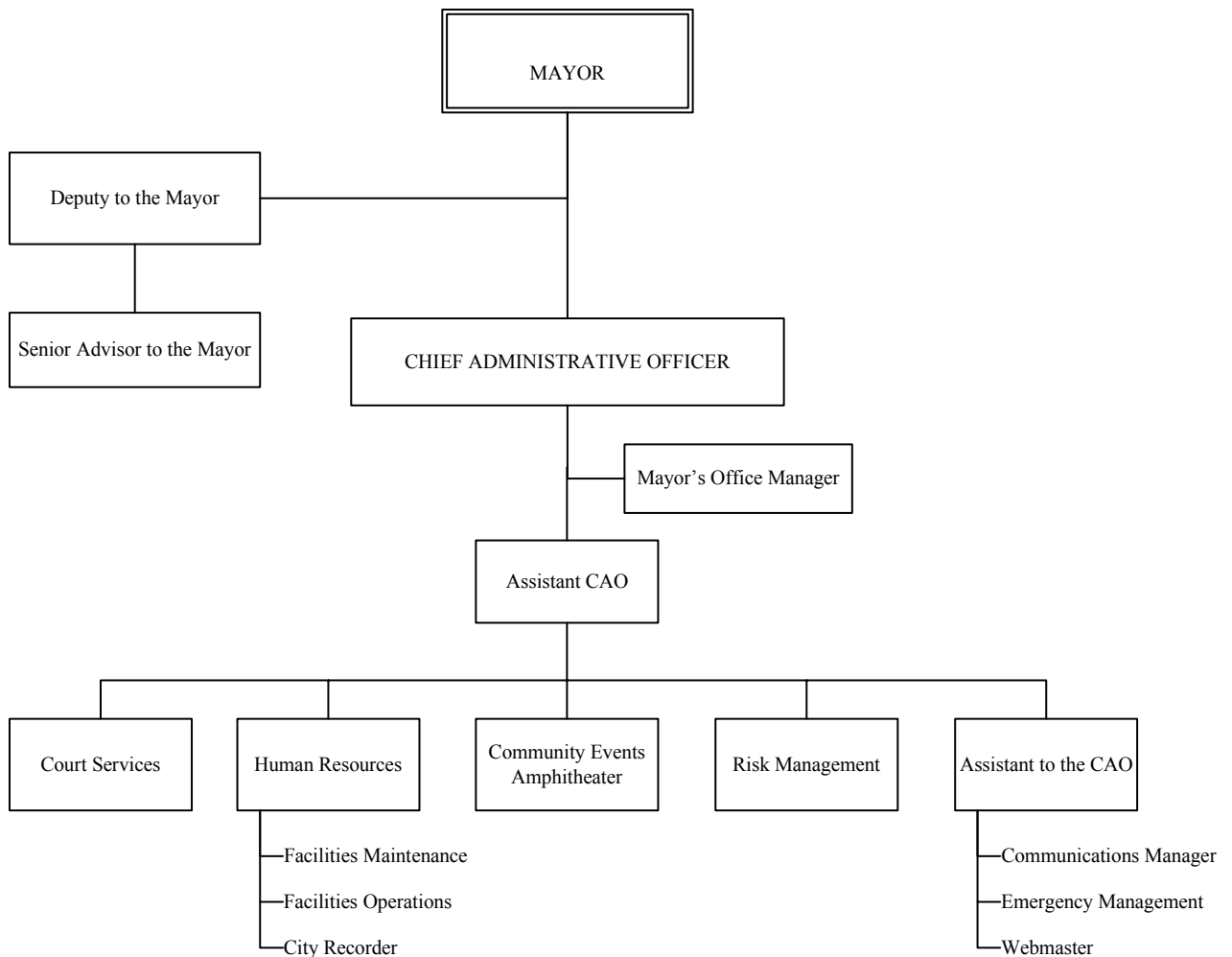


## Department Organization

## Administration

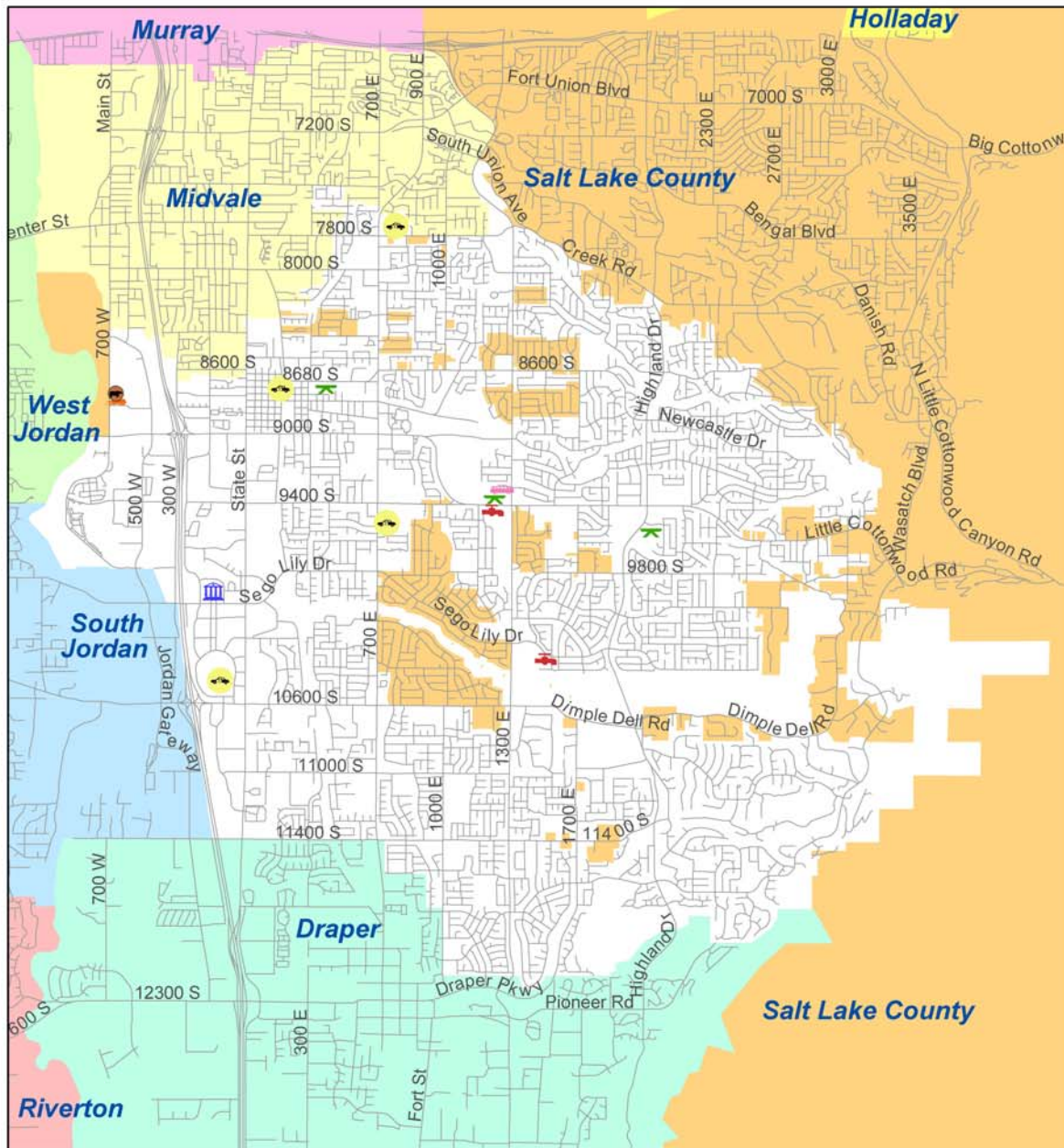


## Department Description

Sandy City Administration is charged with ensuring the quality management of all city services and activities. Led by the Mayor and the Chief Administrative Officer, the department is active in all of the general management practices of the city. Specific, day-to-day operations of city functions are the responsibility of skilled department directors who work in conjunction with Administration in "enhancing the quality of life in our community."

## Department Mission

The mission of the Administration Department is to provide general oversight and direction for all city services and operations.



### Legend

- |   |                |   |                     |
|---|----------------|---|---------------------|
|  | Animal Control |  | Public Utilities    |
|  | City Hall      |  | Public Works        |
|  | Police         |  | Recreation          |
|   |                |  | Sen. Citizen Center |

## Public Facilities

Scale: 1 Inch = 1 Mile



Produced by Sandy City GIS  
Jason DeWitt, GIS Technician  
June 11, 2004

- Provide oversight and direction to city departments as outlined by the Mayor and the Chief Administrative Officer.

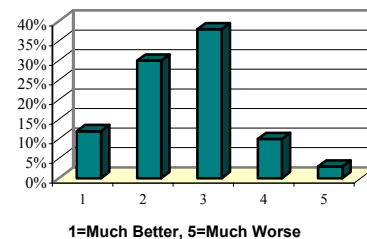
## Five-year Accomplishments

- Developed new city web page and enhanced citizen newsletter.
- Purchased, renovated, and transitioned Third District Court facility to City Justice Center.
- Continued development of parks and cultural arts facilities at 9400 South 1300 East.
- Implemented numerous legislative initiatives designed to improve operational efficiencies.

## Performance Measures & Analysis

The Administration Department has conducted an annual citizen survey since 1995. The survey, conducted by Dan Jones and Associates, Inc., serves as an excellent report card to identify city strengths and weaknesses. The survey is reviewed by each department and incorporated into each department's process improvement efforts. The survey also serves as a great feedback tool in specifically asking city residents what they would like to see from the city in the future, for example, additional recreation amenities, street improvements, cultural arts initiatives, etc.

**Sandy City Today vs. Five Years Ago**



Citizen Response (Fiscal Year)	2005	2006	2007	2008
<b>Sandy City Today vs. Five Years Ago</b>				
Much better	12%	No	13%	12%
Somewhat better	30%	Survey	31%	30%
About the same	39%	Conducted	36%	38%
Somewhat worse	9%	December	10%	10%
Much worse	4%	2005	3%	3%
<b>Service Rating (rating scale: 1=very dissatisfied, 5=very satisfied)</b>				
Courtesy of city employees	3.89		4.04	4.07
Overall work performance of city employees	3.8		3.95	4.01
<b>During the past year, have you contacted any Sandy City office to seek information, service, or file a complaint?</b>				
Those answering yes	53%		43%	49%
Satisfaction level				
Very Satisfied	50%		47%	54%
Somewhat Satisfied	28%		28%	29%
Somewhat Dissatisfied	10%		11%	7%
Very Dissatisfied	12%		13%	9%
Don't Know	1%		1%	1%
<b>Survey Opinion (rating scale: 1=strongly agree, 5=strongly disagree)</b>				
Before the city makes major decisions, citizens' opinions are considered	2.39		2.44	2.53
I know how to inform the city about how I feel on important issues	2.02		2.10	2.08
Sandy is a good place to live	1.26		1.24	1.22

## Significant Budget Issues

No significant budget issues.

# Budget Information

Mayor

Department 11	2005 Actual	2006 Actual	2007 Actual	2008 Estimated	2009 Approved
<b>Financing Sources:</b>					
General Taxes & Revenue	\$ 400,417	\$ 407,770	\$ 441,452	\$ 458,680	\$ 471,885
Administrative Charges					
31411 Redevelopment Agency	5,551	12,260	28,004	44,115	47,364
31412 Water	27,643	39,757	22,586	12,936	14,290
31416 Storm Water	7,648	3,924	-	-	-
<b>Total Financing Sources</b>	<b>\$ 441,259</b>	<b>\$ 463,711</b>	<b>\$ 492,042</b>	<b>\$ 515,731</b>	<b>\$ 533,539</b>
<b>Financing Uses:</b>					
411111 Regular Pay	\$ 291,002	\$ 302,242	\$ 318,950	\$ 331,309	\$ 343,946
411113 Vacation Accrual	312	4,276	7,378	1,692	-
411121 Seasonal Pay	14,196	17,340	14,520	17,611	17,963
411131 Overtime/Gap	142	154	213	-	-
411211 Variable Benefits	62,732	66,937	70,237	67,118	74,819
411213 Fixed Benefits	18,364	16,493	19,018	18,982	17,442
411214 Retiree Health Benefit	-	-	1,645	4,916	5,653
41131 Vehicle Allowance	8,160	10,840	11,272	11,353	11,832
41132 Mileage Reimbursement	900	191	141	300	300
41135 Phone Allowance	846	1,129	1,200	1,205	1,205
4121 Books, Subs. & Memberships	2,518	2,471	3,163	3,390	3,390
41231 Travel	4,559	6,054	3,936	11,261	11,261
41232 Meetings	9,190	9,019	9,067	3,050	4,050
41235 Training	-	100	38	2,500	2,500
41237 Training Supplies	-	1,407	-	1,900	-
412400 Office Supplies	2,631	868	1,957	2,000	2,900
412440 Computer Supplies	-	-	-	248	248
412460 Media Relations	2,520	3,631	7,275	4,000	4,000
412470 Special Programs	4,972	2,678	6,643	9,412	9,412
412490 Miscellaneous Supplies	1,898	2,021	1,300	2,000	2,000
412611 Telephone	2,286	1,383	1,406	1,968	2,239
413723 UCAN Charges	120	88	-	810	810
414111 IS Charges	13,446	9,087	14,494	18,706	17,569
41471 Fleet O & M	623	-	-	-	-
4174 Equipment	(158)	5,302	(1,811)	-	-
<b>Total Financing Uses</b>	<b>\$ 441,259</b>	<b>\$ 463,711</b>	<b>\$ 492,042</b>	<b>\$ 515,731</b>	<b>\$ 533,539</b>

Staffing Information	Bi-weekly Salary		Full-time Equivalent		
	Minimum	Maximum	FY 2007	FY 2008	FY 2009
<b>Elected Official:</b>					
Mayor			1.00	1.00	1.00
<b>Appointed - Category 1:</b>					
Deputy to the Mayor	\$ 3,092.00	\$ 4,869.90	1.00	1.00	1.00
Senior Advisor to the Mayor	\$ 1,478.40	\$ 2,328.50	0.50	0.50	0.50
Office Manager*	\$ 1,286.40	\$ 2,026.10	0.50	0.50	0.50
<b>Regular:</b>					
Communications Manager	\$ 1,943.20	\$ 3,060.50	0.25	0.25	0.25
<b>Seasonal:</b>					
Intern	\$ 9.43	\$ 15.08	0.86	0.86	0.86
<b>Total FTEs</b>			<b>4.11</b>	<b>4.11</b>	<b>4.11</b>

\*Current incumbent has Regular Employee status. Upon attrition, new hire will have Appointed status.

**Budget Information****Chief Administrative Officer**

<b>Department 12</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimated</b>	<b>2009 Approved</b>
<b>Financing Sources:</b>					
General Taxes & Revenue	\$ 362,357	\$ 386,610	\$ 396,209	\$ 414,848	\$ 429,855
Administrative Charges					
31411 Redevelopment Agency	7,314	5,203	5,001	5,997	11,512
31412 Water	29,068	25,122	29,756	41,675	46,106
31413 Waste Collection	3,245	7,353	5,784	8,033	10,233
31414 Fleet Operations	4,458	4,013	1,682	2,473	2,644
31415 Information Systems	2,329	922	3,101	1,844	3,144
31416 Storm Water	2,517	4,453	3,009	3,781	4,344
31417 Alta Canyon Sports Center	2,234	2,312	2,938	2,804	4,630
31418 Golf	3,077	1,038	1,509	2,048	2,176
31419 Sandy Arts Guild	-	-	433	1,000	798
314110 Recreation	-	-	410	628	759
314111 Risk	-	-	13,046	19,215	20,272
<b>Total Financing Sources</b>	<b>\$ 416,599</b>	<b>\$ 437,026</b>	<b>\$ 462,878</b>	<b>\$ 504,346</b>	<b>\$ 536,473</b>
<b>Financing Uses:</b>					
411111 Regular Pay	\$ 278,633	\$ 306,373	\$ 311,903	\$ 340,551	\$ 362,758
411113 Vacation Accrual	3,454	3,698	7,291	992	-
411121 Seasonal Pay	-	-	3,270	9,131	9,314
411211 Variable Benefits	58,580	66,200	67,672	67,842	77,444
411213 Fixed Benefits	23,301	22,992	21,665	25,526	25,621
411214 Retiree Health Benefit	6,108	6,610	2,452	2,500	5,735
41131 Vehicle Allowance	8,758	9,842	9,606	11,353	13,311
41132 Mileage Reimbursement	1,048	76	67	300	300
41135 Phone Allowance	702	1,008	951	1,080	1,080
4121 Books, Subs. & Memberships	2,258	2,654	4,688	2,500	2,500
41231 Travel	4,273	3,200	6,513	6,000	6,000
41232 Meetings	1,373	1,610	2,748	2,094	3,694
41234 Education	-	-	-	1,000	1,000
41235 Training	-	-	-	2,400	800
41237 Training Supplies	-	-	-	300	-
412400 Office Supplies	1,512	551	1,395	2,000	2,300
412440 Computer Supplies	35	22	-	427	427
412490 Miscellaneous Supplies	1,143	1,497	995	800	800
412511 Equipment O & M	269	315	376	150	150
412611 Telephone	1,680	1,192	1,345	1,454	1,484
413723 UCAN Charges	228	240	520	810	810
41379 Professional Services	-	-	-	1,200	1,200
414111 IS Charges	15,236	10,093	15,592	22,497	17,845
41471 Fleet O & M	983	1,236	1,223	1,439	1,900
4174 Equipment	7,025	(2,383)	2,606	-	-
<b>Total Financing Uses</b>	<b>\$ 416,599</b>	<b>\$ 437,026</b>	<b>\$ 462,878</b>	<b>\$ 504,346</b>	<b>\$ 536,473</b>

**Budget Information (cont.)****Chief Administrative Officer**

<b>Staffing Information</b>	<b>Bi-weekly Salary</b>		<b>Full-time Equivalent</b>		
	<b>Minimum</b>	<b>Maximum</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>
<b>Appointed - Category 1:</b>					
Chief Administrative Officer	\$ 3,619.20	\$ 5,700.20	1.00	1.00	1.00
Asst. Chief Administrative Officer	\$ 3,092.00	\$ 4,869.90	1.00	1.00	1.00
Office Manager*	\$ 1,286.40	\$ 2,026.10	0.50	0.50	0.50
<b>Regular:</b>					
Assistant to the CAO	\$ 2,086.40	\$ 3,286.10	0.25	0.25	0.25
Communications Manager	\$ 1,943.20	\$ 3,060.50	0.25	0.25	0.25
<b>Seasonal:</b>					
Intern	\$ 9.43	\$ 15.08	0.09	0.42	0.42
<b>Total FTEs</b>			3.09	3.42	3.42

\*Current incumbent has Regular Employee status. Upon attrition, new hire will have Appointed status.

- Assist departments in sustaining a workforce that is competent, value driven, and health wise.
- Strengthen customer respect, trust, and confidence.
- Strategically plan and manage resources.
- Foster positive communication and an enjoyable working environment.
- Strengthen operational partnerships and align services with priorities and resources.
- Ensure quality management of the city's recruitment, testing, selection, and hiring efforts.
- Manage and maintain a quality compensation and classification program for city employees.
- Establish organizational human resource policy and compliance efforts consistent with federal and state law.
- Develop programs to further employee effectiveness, including training, safety, and health practices.
- Coordinate employee benefit and education programs to ensure quality and cost effective services and increase employee understanding of benefit decisions.

### Five-year Accomplishments

- Implemented a Retirement Medical Plan using ICMA-RC's Retiree Health Savings (RHS) Plan.
- Created two new RHS plans and made significant amendments to the existing plan.
- Converted public safety employees into the non-contributory Utah Retirement System.
- Revised the employee appeals process in accordance with state statute and recent case law.
- Updated the employee classification system.
- Conducted an employee satisfaction survey for the HR & MGT Services department.
- Transitioned the city's benefit plan year to align with the city's fiscal year.
- Revised and updated the city's "Fit For Life" wellness program.
- Successfully transitioned to a new occupational health and drug screening provider.
- Developed and unveiled the city's intranet - a web-based resource of information for employees.
- Implemented a city-wide employee education and communication initiative.
- Completed a job classification audit and made modifications to ensure compliance with new FLSA regulations.
- Continued to provide a successful supervisor and employee training program.
- Implemented HIPAA compliant policies and procedures.

### Performance Measures & Analysis

Over the past several years, the workload for the Human Resources Department has increased as a result of the following events:

- a fluctuating employment market,
- the acquisition of new city divisions - the Alta Canyon Recreation Center and the River Oaks Golf Course,
- the hiring of additional personnel in existing city departments, and
- additional and changing federal and state compliance issues, including FMLA, HIPAA, COBRA, and USERRA.

Measure (Calendar Year)	2005	2006	2007
City Employees (FTE)	633.23	637.1	644.6
Recruitments	124	159	129
Job Audits	100	123	62
Consultation (in hours)	856	643	117*
Employment Applications	3,041	2,636	2,443
Average Time to Fill a Position (in days)	N/A	38	50
HR Cost per Hire	N/A	\$367	\$393
Employee Turnover Rate	11.8%	9.1%	8.8%
HR Staff to Employee Ratio per hundred	N/A	0.89	0.88
HR Expense per FTE	N/A	\$798	\$807
HR Expenses as a Pct. of Operating Expenses			
Consolidated Budget	N/A	0.83%	0.80%
General Fund	N/A	1.41%	1.34%
Pct. of Medical Premium the City pays for Employee-Only Coverage	100%	100%	100%

\* Decrease from previous years is due to a change in how hours are categorized.

## Performance Measures & Analysis (cont.)

## Human Resources

Measure (Calendar Year)	2005	2006	2007
Pct. of Medical Premium the City pays for Employee & Dependent Coverage	N/A	96.5%	95.3%
Health Care Expense per Employee			
All Employees	N/A	\$3,849	\$4,042
Covered Employees	N/A	\$7,201	\$7,405
Internal Survey Ratings: (% rated good & very good; agree & strongly agree)*			
Customer Service	NA	NA	91%
Knowledgeable about subject area	NA	NA	91%
Confidentiality of sensitive info	NA	NA	87%
Communication on Benefits	NA	NA	89%
Communication on Policy	NA	NA	90%
Hiring Process prompt and accurate	NA	NA	78%

\* New measures for 2007 may not have comparison data available from previous years.

## Significant Budget Issues

No significant budget issues.

## Budget Information

Department 1210	2005 Actual	2006 Actual	2007 Actual	2008 Estimated	2009 Approved
<b>Financing Sources:</b>					
General Taxes & Revenue	\$ 416,480	\$ 410,783	\$ 394,298	\$ 430,944	\$ 437,776
Administrative Charges					
31411 Redevelopment Agency	1,256	1,237	1,263	1,064	1,356
31412 Water	38,335	39,936	43,622	44,662	54,822
31413 Waste	-	3,795	3,992	3,897	4,326
31414 Fleet Operations	8,347	8,289	5,152	6,341	7,551
31415 Information Services	1,523	1,347	3,203	3,580	3,485
31416 Storm Water	5,890	6,931	6,639	7,387	12,011
31417 Alta Canyon Sports Center	9,512	13,032	11,000	13,685	10,674
31418 Golf	2,800	4,350	3,122	4,034	3,742
31419 Sandy Arts Guild	-	-	209	524	251
314110 Recreation	-	-	2,048	2,647	2,523
314111 Risk	-	-	1,160	1,415	2,031
<b>Total Financing Sources</b>	<b>\$ 484,143</b>	<b>\$ 489,700</b>	<b>\$ 475,708</b>	<b>\$ 520,180</b>	<b>\$ 540,548</b>
<b>Financing Uses:</b>					
411111 Regular Pay	\$ 199,203	\$ 228,018	\$ 238,284	\$ 271,105	\$ 285,630
411113 Vacation Accrual	18,465	8,335	-	-	-
411121 Seasonal Pay	12,020	17,747	5,660	-	-
411131 Overtime/Gap	-	173	230	-	-
411211 Variable Benefits	43,108	51,953	51,821	58,640	60,330
411213 Fixed Benefits	32,859	35,657	34,592	34,291	36,383
411214 Retiree Health Benefits	-	-	-	-	1,235
41132 Mileage Reimbursement	120	328	99	700	700
41135 Phone Allowance	-	279	480	480	480
4121 Books, Subs. & Memberships	1,613	1,893	1,920	1,105	1,105
41221 Public Notices	9,903	20,942	13,493	8,160	8,160
41231 Travel	7,108	4,774	2,187	3,400	3,400
41232 Meetings	1,052	579	708	1,900	1,900
41235 Training	1,784	2,792	1,123	291	291
41237 Training Supplies	134	293	215	100	100
412400 Office Supplies	2,240	3,990	2,427	2,400	2,400



**Budget Information (cont.)**
**Human Resources**

<b>Department 1210</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimated</b>	<b>2009 Approved</b>
412435 Printing	1,430	1,491	1,434	4,680	4,680
412440 Computer Supplies	-	362	-	533	533
412470 Special Programs	47,594	29,911	26,457	48,770	48,770
412490 Miscellaneous Supplies	229	1,518	655	500	500
412511 Equipment O & M	-	443	394	250	250
412611 Telephone	2,705	2,519	2,514	3,781	3,846
41379 Professional Services	30,809	39,803	31,481	54,709	54,709
414111 IS Charges	19,327	20,902	22,616	24,385	25,146
4174 Equipment	52,440	14,998	36,918	-	-
<b>Total Financing Uses</b>	<b>\$ 484,143</b>	<b>\$ 489,700</b>	<b>\$ 475,708</b>	<b>\$ 520,180</b>	<b>\$ 540,548</b>

<b>Staffing Information</b>	<b>Bi-weekly Salary</b>		<b>Full-time Equivalent</b>		
	<b>Minimum</b>	<b>Maximum</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>
<b>Appointed - Category 2:</b>					
HR & Mgmt Services Director	\$ 2,775.20	\$ 4,370.90	1.00	1.00	1.00
<b>Regular:</b>					
Management Analyst	\$ 1,588.00	\$ 2,501.10	1.00	1.00	1.00
Benefits Coordinator	\$ 1,345.60	\$ 2,119.30	1.00	1.00	1.00
Human Resource Specialist	\$ 1,168.80	\$ 1,840.90	1.00	1.00	1.00
Receptionist	\$ 821.60	\$ 1,294.00	1.00	1.00	1.00
<b>Part-time:</b>					
Secretary	\$ 11.80	\$ 18.59	0.69	0.69	0.69
<b>Total FTEs</b>			<b>5.69</b>	<b>5.69</b>	<b>5.69</b>

- Maintain functional, clean, and comfortable buildings.
- Manage efficient and safe building systems, including HVAC, security, and custodial operations.
- Ensure that buildings are in good repair and in compliance with fire and building codes.
- Oversee preventative maintenance of all assigned city facilities.
- Strategically plan and manage resources and shape processes to maximize efficiency and productivity.
- Strengthen operational partnerships and communication.
- Coordinate capital facility upgrades, additions, and improvements.

**Five-year Accomplishments**

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- Replaced the roof of City Hall.
- Installed new counters and plumbing at City Hall.
- Completed miscellaneous remodeling in City Council, Administration, and Finance office suites.
- Implemented a new safety plan, training manual, and skill certification program.
- Took responsibility for care and maintenance of the new storage building.
- Improved the sidewalks and parking lot at the Justice Center, including new sidewalk, walk-in gate, tree boxes, and benches.
- Updated the facility capital budget repair and replacement plan.
- Painted all light poles at four buildings, including City Hall.
- Aided Alta Canyon with installation of AC improvements and a new pool and hot water pumps.
- Remodeled and continued renovation of the new Justice Center and Police Department.
- Replaced roof, pads, and drains on the gym and stairway of the Parks and Recreation building, the Museum, and Alta Canyon, and added downspouts and heat trace at the Senior Center.
- Continued upgrades of HVAC controls at Alta Canyon, City Hall, Parks and Recreation, Senior Center, Amphitheater, and the Justice Center.
- Installed emergency systems in City Hall and other satellite buildings.
- Enhanced security at the Museum, City Hall, Amphitheater, Senior Center, and the Justice Center.
- Improved energy efficiencies in assigned city buildings.
- Completed significant improvements in the locker rooms at Alta Canyon Recreation Center.
- RegROUTED tile in the 2nd and 3rd floor restrooms at City Hall.
- Installed a new boiler and repainted the swimming pool at Alta Canyon.
- Added management of the Public Utilities shop at 1220 E. 9400 S.
- Replaced outdoor benches at City Hall and Parks and Recreation.
- Completed a Justice Center capital plan and an equipment identification project.
- Converted city buildings' mechanical blueprints into a reproducible electronic form.
- Made improvements to parking lots, sidewalks, and gates at City Hall and the Justice Center.
- Installed a power panel, auxiliary stage power, and a cooling fan at the Amphitheater.
- Made emergency power additions at City Hall, Animal Services, and the Justice Center.

## Performance Measures & Analysis

## Building Services

The Building Services Division oversees maintenance and custodial operations in the following facilities: City Hall, Parks and Recreation Building, Amphitheater, Animal Services, Police Substations (3), Sandy Senior Center, and Public Works (custodial only). In January 2003, the Division began maintaining the Alta Canyon Recreation Center and in May 2003, assumed responsibility for the River Oaks Clubhouse. In 2004, the Division gained responsibility for the Sandy City Museum. In 2005, the Division began maintaining the newly purchased Justice Center. And, in 2007 the Division became responsible for custodial services for the Public Utilities Building at 9400 S. & 1220 E. and the newly constructed storage building.

Measure (Calendar Year)	2005	2006	2007
Employee Time Distribution by Bldg (employee hours)			
City Hall	13,566	11,984	12,994
Parks and Rec	3,030	2,545	3,562
Amphitheater	803	523	822
Senior Center	3,132	2,590	3,704
Animal Services	464	350	856
Public Works	961	756	1,072
Police Substations	345	318	614
River Oaks Golf Course	644	569	1,104
Alta Canyon Recreation Center	299	76	266
Museum	254	78	208
Justice Center	508	2,676	3,976
Storage Building	N/A	N/A	130
% of Purchase Orders created on time*	N/A	N/A	98%
Power - Avg. Peak Demand (kilowatts)*	N/A	N/A	691
Power - Kilowatt hours*	N/A	N/A	2,556,275
Natural Gas - Decatherms*	N/A	N/A	10,986
Internal Survey Ratings (% rated good & very good; agree & strongly agree)*			
Custodial Customer Service	N/A	N/A	80%
Maintenance Customer Service	N/A	N/A	82%
Clean Buildings	N/A	N/A	83%
Comfortable buildings	N/A	N/A	76%
Functional Buildings	N/A	N/A	89%
Nice Condition	N/A	N/A	88%

\* New measures for 2007 that do not have comparison data available from previous years.

**Significant Budget Issues****Building Maintenance**

No significant budget issues.

**Budget Information**

<b>Department 1216</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimated</b>	<b>2009 Approved</b>
<b>Financing Sources:</b>					
General Taxes & Revenue	388,790	481,373	500,265	\$ 587,820	\$ 594,251
Administrative Charges					
31411 Redevelopment Agency	3,835	3,554	3,007	3,930	3,540
31412 Water	40,734	41,582	31,341	43,494	38,161
31414 Fleet Operations	-	-	17,188	-	1,889
31415 Information Services	5,494	4,602	7,830	12,490	11,489
31416 Storm Water	7,247	6,191	5,094	7,728	9,037
31418 Golf	-	-	-	927	5,906
31419 Sandy Arts Guild	-	-	5,616	4,031	5,178
314110 Recreation	-	-	11,874	11,272	12,200
314111 Risk	-	-	3,517	5,653	5,267
<b>Total Financing Sources</b>	<b>\$ 446,100</b>	<b>\$ 537,302</b>	<b>\$ 585,732</b>	<b>\$ 677,345</b>	<b>\$ 686,918</b>
<b>Financing Uses:</b>					
411111 Regular Pay	\$ 77,320	\$ 87,221	\$ 113,050	\$ 128,859	\$ 138,001
411113 Vacation Accrual	-	7,828	7,737	-	-
411121 Seasonal Pay	13,097	4,477	-	-	-
411131 Overtime/Gap	-	163	63	-	-
411211 Variable Benefits	17,659	19,343	24,280	27,872	29,539
411213 Fixed Benefits	12,636	12,444	19,560	23,081	24,318
411214 Retiree Health Benefit	1,125	2,242	2,402	353	1,473
41131 Vehicle Allowance	2,821	2,821	3,216	3,230	3,470
41132 Mileage Reimbursement	-	-	-	125	125
41235 Training	297	26	1,054	500	500
412490 Miscellaneous Supplies	-	-	77	1,205	1,205
412511 Equipment O & M	126	581	581	193	193
41252 Building O & M	31,213	21,428	29,779	40,000	40,000
412523 Power & Lights	149,267	179,337	181,809	224,035	235,237
412524 Heat	62,367	100,078	83,027	91,542	94,517
412525 Sewer	1,272	1,549	1,630	3,120	3,120
412526 Water	3,293	5,798	8,416	11,919	11,919
412527 Storm Water	5,005	5,720	6,240	6,620	6,620
412611 Telephone	2,085	2,223	2,517	1,577	1,592
413723 UCAN Charges	968	746	679	1,350	1,350
41379 Professional Services	30,945	31,304	34,523	43,964	43,964
41389 Miscellaneous Services	27,435	41,679	45,890	24,995	24,995
414111 IS Charges	3,451	4,823	5,255	7,555	7,783
41471 Fleet O & M	397	700	734	1,431	1,978
4173 Building Improvements	3,321	650	1,283	16,000	10,000
4174 Equipment	-	919	924	5,019	5,019
43472 Fleet Purchases	-	-	-	12,800	-
4370 Capital Outlays	-	3,202	11,006	-	-
<b>Total Financing Uses</b>	<b>\$ 446,100</b>	<b>\$ 537,302</b>	<b>\$ 585,732</b>	<b>\$ 677,345</b>	<b>\$ 686,918</b>

## Budget Information (cont.)

## Building Maintenance

Staffing Information	Bi-weekly Salary		Full-time Equivalent		
	Minimum	Maximum	FY 2007	FY 2008	FY 2009
<b>Regular:</b>					
Facilities Manager	\$ 1,704.00	\$ 2,683.80	1.00	1.00	1.00
Facilities Maintenance Technician	\$ 1,168.80	\$ 1,840.90	2.00	2.00	2.00
<b>Seasonal:</b>					
Facility Maintenance Technician	\$ 9.43	\$ 15.08	0.00	0.00	0.00
<b>Total FTEs</b>			3.00	3.00	3.00

Capital Budget	2008 Budgeted	2009 Approved	2010 Planned	2011 Planned	2012 Planned
<b>1201 - Municipal Building</b> - This project is for replacement and improvements to municipal buildings. The account generally pays for building components with an estimated useful life of between five and 50 years and replacement value greater than \$7,500. The major categories of work consist of exterior closure/surfaces, roofing, interior flooring, walls and ceiling finishes, conveying systems, HVAC systems, plumbing systems, fire protection systems, electrical systems, and other miscellaneous items such as public address systems, security systems, sidewalks, common furniture, etc.					
41 General Revenue	\$ 508,093	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
<b>1238 - City Hall Fountain</b> - This project is to fund a water feature at City Hall to replace the fountain at the south entrance that has been removed.					
41 General Revenue	\$ 40,000	\$ -	\$ -	\$ -	\$ -
<b>1242 - Sandy Museum</b> - This project is to fund various building improvements at the Sandy Museum. \$8,560 is earmarked for roof repairs.					
41 General Revenue	\$ 18,008	\$ -	\$ -	\$ -	\$ -
<b>1244 - Justice Center</b> - This will fund remodeling, repair, and replacement of building components at the Justice Center.					
41 General Revenue	\$ 124,158	\$ -	\$ -	\$ -	\$ -
<b>12443 - Justice Center Joint Information Center</b> - This funding is to create a joint information center to accommodate media during an emergency.					
41 General Revenue	\$ 23,364	\$ -	\$ -	\$ -	\$ -
<b>12801 - U of U Building Renovation</b> - This amount is for future repair and replacement of mechanical systems.					
41 General Revenue	\$ 200,000	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Projects</b>	<b>\$ 913,623</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>

# Budget Information

# Building Operations

Department 1217	2005 Actual	2006 Actual	2007 Actual	2008 Estimated	2009 Approved
<b>Financing Sources:</b>					
General Taxes & Revenue	\$ 300,687	\$ 324,920	\$ 354,600	\$ 398,481	\$ 421,426
Administrative Charges					
31411 Redevelopment Agency	1,057	1,138	1,428	1,294	1,311
31412 Water	11,223	13,308	14,878	14,324	14,135
31414 Fleet Operations	2,991	2,666	4,285	2,414	2,790
31415 Information Services	1,514	1,473	3,717	4,113	4,256
31416 Storm Water	1,997	1,981	2,418	2,545	3,347
31418 Golf	1,156	2,287	2,618	2,263	3,304
31417 Alta Canyon Sports Center	1,971	1,193	-	-	-
31419 Sandy Arts Guild	-	-	268	469	242
314110 Recreation	-	-	2,645	2,683	3,181
314111 Risk	-	-	1,669	1,862	1,951
<b>Total Financing Sources</b>	<b>\$ 322,596</b>	<b>\$ 348,966</b>	<b>\$ 388,526</b>	<b>\$ 430,448</b>	<b>\$ 455,943</b>
<b>Financing Uses:</b>					
411111 Regular Pay	\$ 132,714	\$ 140,055	\$ 147,491	\$ 164,003	\$ 174,884
411113 Vacation Accrual	-	4,702	8,595	-	-
411121 Seasonal Pay	78,750	85,827	113,946	120,030	122,431
411131 Overtime/Gap	282	751	342	-	-
411211 Variable Benefits	35,829	39,340	43,564	47,885	49,862
411213 Fixed Benefits	30,716	28,814	32,998	34,204	40,335
41132 Mileage Reimbursement	-	-	-	125	125
41231 Travel	1,260	924	663	800	800
41235 Training	69	790	503	1,150	1,150
412490 Miscellaneous Supplies	659	774	619	1,200	1,200
412511 Equipment O & M	1,773	738	828	1,865	1,865
41252 Building O & M	28,424	32,404	28,232	40,788	44,788
412611 Telephone	927	752	1,320	1,264	1,272
413723 UCAN Charges	675	334	401	810	810
41389 Miscellaneous Services	2,618	3,317	2,995	4,000	4,000
414111 IS Charges	4,617	4,360	4,747	4,993	5,111
41471 Fleet O & M	794	700	734	631	610
4173 Building Improvements	975	275	-	1,000	1,000
4174 Equipment	1,514	4,109	548	5,700	5,700
<b>Total Financing Uses</b>	<b>\$ 322,596</b>	<b>\$ 348,966</b>	<b>\$ 388,526</b>	<b>\$ 430,448</b>	<b>\$ 455,943</b>

Staffing Information	Bi-weekly Salary		Full-time Equivalent		
	Minimum	Maximum	FY 2007	FY 2008	FY 2009
<b>Regular:</b>					
Facilities Supervisor	\$ 1,418.40	\$ 2,234.00	1.00	1.00	1.00
Lead Custodian	\$ 1,012.80	\$ 1,595.20	1.00	1.00	1.00
Building Custodian	\$ 821.60	\$ 1,294.00	1.00	1.00	1.00
<b>Part-time:</b>					
Lead Custodian	\$ 12.66	\$ 19.94	0.75	0.75	0.75
Building Custodian	\$ 10.27	\$ 16.18	0.88	0.88	0.88
<b>Seasonal:</b>					
Custodian I/II	\$ 7.25	\$ 11.60	6.08	6.75	6.75
<b>Total FTEs</b>			10.71	11.38	11.38

- Preserve and manage official city records, documents, and contracts according to Utah State Code requirements.
- Administer biannual city election.
- Facilitate microfilming and off-site storage of vital city records.
- Conduct records search for city staff and public.
- Coordinate GRAMA request responses in a timely manner.
- Publish legal notices and public hearing notices for the city.
- Administer and control mailing, shipping, and copy room operations for the city.

## Five-year Accomplishments

- Administered electronic voting for the first time at our municipal election.
- Coordinated early voting for the first time at our municipal election.
- Audited and indexed all Sandy City ordinances back to 1893. Verified recording with Salt Lake County Recorder.
- Audited and indexed all archived Sandy City annexations and verified recordings.
- Monitored and enforced contract insurance reviews with the city's risk management office.
- Successfully administered the biannual general city elections.
- Revised and maintained a web page for the city recorder's office.

## Performance Measures & Analysis

The City Recorder's Office has increased its role in the organization over the past several years. With the expertise developed through processing contracts for the city, managing changes associated with electronic and early voting, handling changes to hearing notice requirements, and notable increases in GRAMA requests, many more departments now rely on our assistance.

Measure	2005	2006	2007
Annual GRAMA requests	60	55	64
% of GRAMA request completed:			
within five days (press)*	N/A	N/A	100%
within ten days*	N/A	N/A	100%
Contracts processed	205	221	200
Hearing notices	83	99	104
Pieces of mail processed*	N/A	N/A	527,252
Mail processing problems reported*	N/A	N/A	6
% of voter turnout*	N/A	55%	N/A
Files scanned into imaging system	840	462	310
Internal Survey Ratings (% rated good & very good; agree & strongly agree)*			
Recorder customer service	N/A	N/A	88%
Knowledgeable about subject area	N/A	N/A	88%
Mail service effectively administered	N/A	N/A	87%
Contracts/records effectively managed	N/A	N/A	83%
Communicates relevant information	N/A	N/A	88%

\* New measures for 2007 that may not have comparison data available from previous years. These are based on a rolling 12 months through February 2008.

## Significant Budget Issues

- 1 Fee Changes** - A new fee has been added to the schedule under GRAMA requests for audio CD's of meeting minutes.

# Budget Information

# City Recorder

Department 1213	2005 Actual	2006 Actual	2007 Actual	2008 Estimated	2009 Approved
<b>Financing Sources:</b>					
General Taxes & Revenue	\$ 168,629	\$ 195,384	\$ 152,075	\$ 166,286	\$ 153,455
Administrative Charges					
31411 Redevelopment Agency	2,006	2,216	1,656	1,659	2,034
31412 Water	12,692	7,547	2,994	3,261	4,124
31413 Waste Collection	947	1,703	1,954	2,307	3,212
31414 Fleet Operations	5,490	6,239	2,785	3,346	4,114
31415 Information Services	204	562	1,497	1,825	2,246
31416 Storm Water	2,766	2,785	1,550	1,599	1,976
31417 Alta Canyon Sports Center	-	603	1,236	1,065	1,497
31418 Golf	-	323	-	-	-
31419 Sandy Arts Guild	-	-	132	403	478
314110 Recreation	-	-	502	600	825
314111 Risk	-	-	5,059	6,186	9,361
31491 Sale of Maps and Copies	-	-	49,994	47,000	55,000
<b>Total Financing Sources</b>	<b>\$ 192,734</b>	<b>\$ 217,362</b>	<b>\$ 221,434</b>	<b>\$ 235,537</b>	<b>\$ 238,322</b>
<b>Financing Uses:</b>					
411111 Regular Pay	\$ 85,353	\$ 96,815	\$ 103,396	\$ 105,732	\$ 107,935
411113 Vacation Accrual	-	5,466	-	-	-
411131 Overtime/Gap	-	51	95	-	-
411211 Variable Benefits	17,457	20,009	21,379	21,934	22,148
411213 Fixed Benefits	12,690	12,430	13,453	13,758	14,476
411214 Retiree Health Benefit	-	550	1,063	905	322
41132 Mileage Reimbursement	134	161	155	300	300
4121 Books, Sub. & Memberships	772	635	673	1,000	1,000
41221 Public Notices	8,425	5,963	10,573	13,600	13,600
41231 Travel	582	1,781	757	1,400	1,400
41232 Meetings	-	70	-	79	79
41235 Training	425	295	87	100	100
412400 Office Supplies	408	870	315	1,200	1,200
412415 Copying	5,972	6,962	8,054	7,500	7,500
412420 Postage	52,153	55,340	50,340	56,002	56,002
412430 Microfilming & Archives	996	563	1,166	900	900
412440 Computer Supplies	183	390	212	248	248
412511 Equipment O & M	234	-	-	500	500
412611 Telephone	1,261	1,261	1,327	1,402	1,440
414111 IS Charges	5,689	7,750	8,389	8,977	9,172
<b>Total Financing Uses</b>	<b>\$ 192,734</b>	<b>\$ 217,362</b>	<b>\$ 221,434</b>	<b>\$ 235,537</b>	<b>\$ 238,322</b>

Staffing Information	Bi-weekly Salary		Full-time Equivalent		
	Minimum	Maximum	FY 2007	FY 2008	FY 2009
<b>Appointed - Category 1:</b>					
City Recorder	\$ 1,588.00	\$ 2,501.10	1.00	1.00	1.00
<b>Regular:</b>					
Deputy Recorder	\$ 1,012.80	\$ 1,595.20	1.00	1.00	1.00
<b>Total FTEs</b>			2.00	2.00	2.00



**Budget Information (cont.)****City Recorder**

<b>Fee Information</b>	<b>2005 Approved</b>	<b>2006 Approved</b>	<b>2007 Approved</b>	<b>2008 Approved</b>	<b>2009 Approved</b>
<b>31491 Sale of Maps, Copies &amp; Information</b>					
Misc. Copies - Public / page	\$0.14	\$0.14	\$0.15	\$0.16	\$0.16
Misc. Copies - Employees / page					
Black & White 8.5 X 11	\$0.07	\$0.07	\$0.07	\$0.08	\$0.08
Color 8.5 X 11	N/A	N/A	N/A	\$0.20	\$0.20
<b>31491 GRAMA Requests</b>					
Audio CD's / each	N/A	N/A	N/A	N/A	\$5.00
Copies / page	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30
Research / hr. + copying charges	\$25	\$25	\$26	\$26	\$26

**1****Significant Budget Issues****Elections**

No significant budget issues.

**Budget Information**

<b>Department 1214</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimated</b>	<b>2009 Approved</b>
<b>Financing Sources:</b>					
General Taxes & Revenue	\$ -	\$ 84,532	\$ -	\$ 213,403	\$ -
<b>Total Financing Sources</b>	<b>\$ -</b>	<b>\$ 84,532</b>	<b>\$ -</b>	<b>\$ 213,403</b>	<b>\$ -</b>
<b>Financing Uses:</b>					
41221 Public Notices	\$ -	\$ 5,955	\$ -	\$ 6,805	\$ -
412400 Office Supplies	-	20	-	75	-
412420 Postage	-	190	-	50	-
412490 Miscellaneous Supplies	-	1,901	-	1,900	-
41389 Miscellaneous Services	-	76,466	-	204,573	-
<b>Total Financing Uses</b>	<b>\$ -</b>	<b>\$ 84,532</b>	<b>\$ -</b>	<b>\$ 213,403</b>	<b>\$ -</b>

**General Policies**

The Sandy Justice Court is a court of limited original jurisdiction for the adjudication of Class B & C misdemeanors and infractions occurring within Sandy City. The court also handles civil small claims filings. As an integral part of the city's criminal justice system, the court follows several core principles as service delivery objectives.

- Treat all individuals with dignity and respect.
- Ensure that proceedings are fair, impartial, and timely.
- Provide appropriate case follow-up to ensure compliance with judicial orders.

**Revenue Policy**

The city's policy for revenue generated by the court is as follows:

- The Justice Court is funded by the city's general fund without regard to the revenue generated by court fines.
- Court fines and the bail schedule are established by state law.
- The intent of court decisions, fines, and enforcement activities is to change behavior and not solely to generate revenue.
- Those who violate traffic, zoning, and animal-related laws should primarily bear the costs of enforcement rather than the general public.
- The court will make every effort to collect all revenue due and handle cash in compliance with city policy and the state money management act.

**Note:** Citizen feedback consistently underscores the importance that city residents place on safety specifically citing traffic control as a desired improvement (see the survey results on page 12). One of the city's core functions is to promote public safety by enforcing the laws established for that purpose. The FY 2009 court services budget includes \$1,396,945 of direct costs. The city's cost allocation study identifies an additional \$758,445 of indirect costs associated with the building, human resources, finance, and other overhead costs as well as the costs related to prosecution. The costs associated with the officers that issue the tickets are also significant but have not been calculated. However, the difference between the \$2,952,000 generated by court fines and the sum of the direct and indirect costs is equal to just 6% of the Police Department's budget. The cost of the police, zoning, and animal control officers exceeds this amount which means the money collected in court fines covers most but not all of the total costs of enforcement. The city believes that this is as it should be. The violators should pay for most of the costs but not so much that money becomes an incentive that could result in unreasonable enforcement.

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**Five-year Accomplishments**

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**- Court Referee**

The Justice Court holds referee hearings for minor traffic offenses and animal control violations. This reduces the number of cases that would otherwise go before the judge for an arraignment. It also reduces the prosecuting attorney's workload, permitting both prosecutors and judges to focus on more serious criminal offenses. During 2007, referees heard 3,280 matters of which only 8-9% proceeded to trial. Clerks authorized to offer non-appearance plea-in-abeyances for minor traffic violations reduced the number of hearings needed.

**- Video Technology**

In 2007, 4,517 cases were set for arraignment. Over 35% of these appearances were accomplished through the use of video technology between the court and various jail facilities throughout Utah. This expanded program saves money and improves security by reducing the number of prisoner transports to and from court.

**- Case Management**

In mid 2006, Sandy City became Utah's only entity to electronically file prosecutor's "Informations." Further enhancements are envisioned, but this grant-funded effort has already proven its worth in the first 18 months of operation. In addition, the court continues to file UHP citations as well as Sandy Police Department citations electronically.

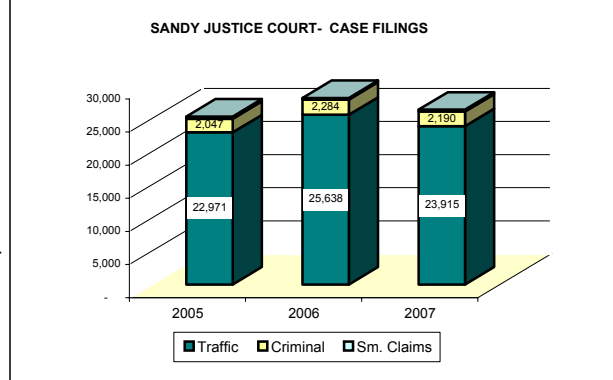
**- Jury Management**

Starting in 2002, justice courts within the 3rd judicial district were required to assume jury management responsibilities. Previously, jurors were made available as needed from the nearest district court. Sandy's justice court continues a pilot project to remotely access the state court's jury management software.

## Performance Measures & Analysis

## Court Services

New case filings in the Justice Court totaled 26,391 in 2007. This represented a 6.3% reduction from 2006. The additional authorized clerk position coupled with the reduced filings resulted in 1,992 new cases per clerk. This enabled staff to turn the corner with respect to telephone response times and the backlog of cases pending. Gains made at the end of the year improved the answered calls without delay rate to 69.3% for the entire year. The number of pending cases peaking at 8,404 in 2006 stabilized at 8,234 by the end of 2007. Even greater progress is anticipated for both measures in 2008.



Measure (Calendar Year)	2005	2006	2007
Criminal Cases	2,047	2,284	2,190
Traffic Cases	22,971	25,638	23,915
Small Claims Cases	355	240	286
New Cases Filed per Clerk	2,071	2,299	1,992
Cases Pending (12/31)	7,584	8,404	8,234
Criminal Trials	1,131	1,022	1,176
Arraignments	3,223	3,676	4,517
Court Referee Hearings	3,804	4,108	3,280
Incoming Phone Calls	66,131	65,196	66,225
Calls Answered Without Delay*	66.1%	58.1%	69.3%

\* Monthly Average.

## Significant Budget Issues

- 1 Court Appointed Counsel** - To meet statutory requirements, the court has this budget line item with a FY 2008 appropriation of \$67,000. Current year expenditures will exceed the FY 2008 budget by almost \$20,000 as a result of more individuals meeting the indigency standard.

## Budget Information

Department 15	2005 Actual	2006 Actual	2007 Actual	2008 Estimated	2009 Approved
<b>Financing Sources:</b>					
3151 Court Fines	\$ 2,270,824	\$ 2,302,519	\$ 2,708,123	\$ 2,704,000	\$ 2,829,500
3153 Court Surcharge	-	117,007	142,541	131,000	121,500
31693 JC Attorney Recoupment	-	7,823	4,016	5,000	1,000
31696 Internet Traffic School			750	-	-
<b>Total Financing Sources</b>	<b>\$ 2,270,824</b>	<b>\$ 2,427,349</b>	<b>\$ 2,855,430</b>	<b>\$ 2,840,000</b>	<b>\$ 2,952,000</b>
<b>Financing Uses:</b>					
411111 Regular Pay	\$ 543,862	\$ 602,144	\$ 654,982	\$ 718,506	\$ 755,168
411113 Vacation Accrual	3,352	15,023	11,196	3,768	2,607
411121 Seasonal Pay	17,610	13,601	19,591	23,195	23,659
411131 Overtime/Gap	4,453	3,454	3,019	3,500	3,500
411211 Variable Benefits	115,151	130,046	141,405	150,138	162,321
411213 Fixed Benefits	89,659	100,284	106,159	102,326	113,119
411214 Retiree Health Benefit	1,714	2,116	2,266	2,311	-
41132 Mileage Reimbursement	18	-	116	200	200
4121 Books, Sub. & Memberships	2,818	2,957	2,866	3,200	3,200
41231 Travel	6,328	7,330	9,707	7,800	10,000
41232 Meetings	557	1,160	335	750	750
41235 Training	25	524	280	500	500
412400 Office Supplies	23,792	27,164	23,772	28,000	28,000
412415 Copying	13	-	-	-	-

**Budget Information (cont.)**
**Court Services**

<b>Department 15</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimated</b>	<b>2009 Approved</b>
412420 Postage	17,245	18,316	18,895	19,800	19,800
412435 Printing	3,323	6,789	7,780	7,491	8,500
412440 Computer Supplies	3,534	1,989	196	3,100	4,000
412511 Equipment O & M	-	138	5,059	6,800	6,800
412611 Telephone	11,333	11,145	13,428	13,665	13,905
41333 Court Appointed Counsel	58,800	41,190	64,350	86,418	87,000
41342 Credit Card Processing	10,235	12,294	16,624	16,000	16,000
413723 UCAN Charges	293	270	270	270	270
41379 Professional Services	4,899	14,013	5,553	4,518	6,400
41381 Witness Fees	5,791	5,402	6,216	6,600	6,600
41382 Jury Fees	1,369	1,610	1,792	3,000	3,000
41389 Miscellaneous Services	50,526	33,549	23,758	36,690	40,351
414111 IS Charges	69,563	58,614	71,580	82,177	81,295
4174 Equipment	8,564	20,399	12,509	-	-
<b>Total Financing Uses</b>	<b>\$ 1,054,827</b>	<b>\$ 1,131,521</b>	<b>\$ 1,223,704</b>	<b>\$ 1,330,723</b>	<b>\$ 1,396,945</b>

**1**

<b>Staffing Information</b>	<b>Bi-weekly Salary</b>		<b>Full-time Equivalent</b>		
	<b>Minimum</b>	<b>Maximum</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>
<b>Appointed - Category 1:</b>					
Justice Court Judge	\$ 2,775.20	\$ 4,370.90	1.00	1.00	1.00
Justice Court Judge	\$ 34.69	\$ 54.64	0.60	0.60	0.60
<b>Appointed - Category-Other</b>					
Justice Court Administrator*	\$ 2,240.00	\$ 3,528.00	1.00	1.00	1.00
<b>Regular:</b>					
Justice Court Clerk Supervisor	\$ 1,418.40	\$ 2,234.00	1.00	1.00	1.00
Justice Court Referee	\$ 1,286.40	\$ 2,026.10	1.00	1.00	1.00
Senior Court Clerk	\$ 1,089.60	\$ 1,716.10	3.00	3.00	3.00
Justice Court Clerk	\$ 1,012.80	\$ 1,595.20	6.00	7.00	7.00
<b>Part-time:</b>					
Justice Court Clerk	\$ 12.66	\$ 19.94	1.00	1.00	1.00
<b>Seasonal:</b>					
Justice Court Clerk	\$ 7.25	\$ 11.60	1.25	1.25	1.25
<b>Total FTEs</b>			<b>15.85</b>	<b>16.85</b>	<b>16.85</b>

\* Current incumbent has Appointed status. Upon attrition new hire will have Regular Employee status.

**Ensure that a city Emergency Operations Plan (EOP) is in place.**

- Review and update the EOP annually, including ensuring compliance with the National Incident Management System (NIMS).
- Exercise the EOP annually.

**Establish and maintain city Emergency Operations Centers (EOC's).**

- Establish a primary and a secondary EOC within the city.
  - o Provide the necessary equipment to staff and operate an EOC.

**Strengthen relationships with community groups and outside agencies.**

- Build the city's capacity to acquire resources and equipment during a disaster.
  - o Establish Memorandums of Understanding (MOU's) with third parties in advance of a disaster to secure resources during and following a disaster.
- Coordinate with established neighborhood organizational structures as an option for communicating with residents during a disaster.
- Establish a Sandy City Citizen Corps Council as the connection between Sandy City and its residents for issues regarding emergency preparedness.
  - o Establish the five (5) Pillar Programs of Citizen Corps:
    - \* Community Emergency Response Team (CERT) training
    - \* Neighborhood Watch
    - \* Volunteers in Police Services (VIPS)
    - \* Fire Corps
    - \* Medical Reserve Corps
- Establish a Sandy City Local Emergency Planning Committee as the connection between Sandy City and its business community for issues regarding hazardous materials and emergency preparedness.
- Support the efforts of state, county, and local groups who focus on emergency management.

**Five-year Accomplishments****Ensure that a city Emergency Operations Plan (EOP) is in place.**

- Revised and updated the EOP.
- Conducted emergency management exercises locally and with Salt Lake County.
- Coordinated NIMS certification requirements for the city.
- Coordinated completion of NIMS certification requirements for city personnel.
- Received the National Weather Service's "StormReady" award.

**Establish and maintain city Emergency Operations Centers (EOC's).**

- Established primary and secondary EOC's.
- Equipped the city's EOC.
- Acquired federal grants for emergency management training and equipment purchase.

**Strengthen relationships with community groups and outside agencies.**

- Strengthened relationships with residents through the Sandy City Citizen Corps Council.
- Established Memorandums of Understanding (MOU's) with the Jordan School District and the LDS Church.
- Coordinated the use of Points of Distribution (PODs) with FEMA for distribution of disaster supplies.
- Provided an emergency management page on the Sandy City website.

**Performance Measures & Analysis**

Measure (Calendar Year)	2006	2007
Emergency Management Exercises and Drills in which Sandy City participated.	3	4
Memorandums of Understanding (MOU's) established with outside agencies.	0	2
Citizens completing the Sandy City CERT training course.	193	255
Average attendance at the Sandy City Citizen Corps Council meetings.	10	17
Pillar Programs included in the Sandy City Citizen Corps Council (out of 5).	2	3

**Performance Measures & Analysis (cont.)****Emergency Management**

<b>Measure (Calendar Year)</b>	<b>2006</b>	<b>2007</b>
City employees that attended course instruction at the Emergency Management Institute. (Total courses completed: 108)	12	7
Emergency Management courses / events sponsored by Sandy City.	1	3

**Significant Budget Issues**

No significant budget issues.

**Budget Information**

<b>Department 221</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimated</b>	<b>2009 Approved</b>
<b>Financing Sources:</b>					
General Taxes & Revenue	\$ 80,621	\$ 126,027	\$ 98,857	\$ 118,404	\$ 124,589
313103 Emergency Preparedness	-	-	12,500	-	-
Administrative Charges	15,427				
31411 Redevelopment Agency	-	4,801	6,445	5,046	4,989
31412 Water	-	5,190	6,834	5,879	6,000
31413 Waste	-	6,799	8,811	8,019	9,000
31414 Fleet	-	2,956	2,563	2,468	2,450
31415 Information Services	-	279	854	823	817
31416 Storm Water	-	2,448	3,537	2,883	2,874
31417 Alta Canyon Sports Center	-	1,427	2,116	1,440	1,633
31418 Golf	-	765	936	789	767
31419 Sandy Arts Guild	-	-	46	76	58
314110 Recreation	-	-	362	340	377
314111 Risk	-	-	854	823	817
<b>Total Financing Sources</b>	<b>\$ 96,048</b>	<b>\$ 150,692</b>	<b>\$ 144,715</b>	<b>\$ 146,990</b>	<b>\$ 154,371</b>
<b>Financing Uses:</b>					
411111 Regular Pay	\$ 64,119	\$ 71,554	\$ 74,344	\$ 80,856	\$ 86,577
411113 Vacation Accrual	1,791	12,794	25,462	-	-
411211 Variable Benefits	13,840	15,437	16,027	17,489	18,532
411213 Fixed Benefits	6,345	6,195	6,746	6,879	7,238
41132 Mileage Reimbursement	57	-	-	-	-
41135 Phone Allowance	209	361	360	360	360
4121 Books, Sub. & Memberships	90	259	1,652	750	750
41231 Travel	1,228	216	(285)	1,700	1,700
41232 Meetings	759	100	303	500	500
41235 Training	705	168	-	7,528	7,528
41237 Training Supplies	192	92	927	750	750
412400 Office Supplies	761	921	937	900	900
412490 Miscellaneous Supplies	1,401	154	68	300	300
412611 Telephone	-	5,031	5,651	5,749	5,898
41276 Emergency Management	-	13,055	10,070	20,000	20,000
413723 UCAN Charges	25	-	-	270	270
414111 IS Charges	-	2,545	2,772	2,959	3,068
4174 Equipment	4,526	21,810	(319)	-	-
<b>Total Financing Uses</b>	<b>\$ 96,048</b>	<b>\$ 150,692</b>	<b>\$ 144,715</b>	<b>\$ 146,990</b>	<b>\$ 154,371</b>

## Budget Information (cont.)

## Emergency Management

Staffing Information	Bi-weekly Salary		Full-time Equivalent		
	Minimum	Maximum	FY 2007	FY 2008	FY 2009
<b>Regular:</b>					
Emergency Management Coordinator	\$ 2,086.40	\$ 3,286.10	1.00	1.00	1.00
<b>Total FTEs</b>			1.00	1.00	1.00

Capital Budget - Fund 41	2008 Budgeted	2009 Approved	2010 Planned	2011 Planned	2012 Planned
1247 - City Hall Emergency Center - This project is to fund an emergency operations center at City Hall.					
	\$ 10,000	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Projects</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>





Sandy City's Community Events Department believes in the importance of community. Through our events, we strive to create a sense of place and pride in Sandy City. We also believe that a community thrives on the service of its citizens. We seek to provide opportunities for service and honor those serving the community.

### Five-year Accomplishments

- Created a new parade route and fireworks launch site to accommodate new construction in the downtown area.
- Developed and produced the first annual Sandy Balloon Festival - a great success.
- Developed and produced the first annual Sandy Heritage Festival - also a success.
- Created the Sandy Summit Award to recognize businesses that work with Sandy City.
- Developed a partnership with the Sandy Area Chamber of Commerce Jubilee to recognize Sandy businesses.

### Significant Budget Issues

- 1 Interest Income** - This revenue was reduced based on the projection of lower interest rates.
- 2 Risk Management Charges** - There has been a substantial increase in the cost of insuring our events.



First Annual Sandy Balloon Festival



# Budget Information

# Fund 25 - Community Events

Department 47	2005 Actual	2006 Actual	2007 Actual	2008 Estimated	2009 Approved
<b>Financing Sources:</b>					
31611 Interest Income	\$ 3,941	\$ 9,414	\$ 13,470	\$ 13,000	\$ 6,200
3166 Fourth of July - Booth Rental	7,417	11,898	9,081	5,750	5,750
3167 Corporate Sponsorships	350	450	450	-	-
3169 Sundry Revenue	-	565	692	-	-
3411 Transfer In - General Fund	304,201	332,750	359,089	468,220	497,445
<b>Total Financing Sources</b>	<b>315,909</b>	<b>355,077</b>	<b>382,782</b>	<b>486,970</b>	<b>509,395</b>
<b>Financing Uses:</b>					
411111 Regular Pay	113,382	135,513	128,451	163,885	169,113
411121 Seasonal Pay	-	-	4,502	-	-
411131 Overtime/Gap	-	-	95	-	-
411211 Variable Benefits	23,597	29,056	28,362	35,449	36,202
411213 Fixed Benefits	10,597	9,887	12,677	25,525	23,128
411214 Retiree Health Benefit	801	1,800	1,835	1,022	2,145
41132 Mileage Reimbursement	26	15	7	125	125
41135 Phone Allowance	-	-	297	480	480
4121 Books, Sub. & Memberships	139	31	702	1,000	1,000
41232 Meetings	69	12	204	300	300
41235 Training	-	198	-	150	150
412400 Office Supplies	760	2,087	3,350	1,950	1,950
412420 Postage	2,036	2,296	1,460	2,500	2,500
412440 Computer Supplies	-	-	544	1,000	1,000
412470 Special Programs					
25001 Fourth of July	92,284	69,721	82,831	85,000	85,000
25002 Miss Sandy Pageant	5,049	6,773	7,243	7,500	7,500
25003 Youth Arts Festival	-	-	9	-	-
25017 Awards Banquet	9,185	9,688	9,758	10,000	11,000
25018 Deck the Hall	16,538	16,987	38,067	25,000	25,000
25020 Healthy Cities	19,965	19,234	1,792	25,500	25,500
25021 Developers Luncheon	2,273	6,399	5,806	6,000	6,000
25023 Business Awards	-	-	-	2,000	2,000
25024 Heritage Festival	-	-	-	20,000	20,000
25025 Balloon Festival	-	-	-	30,000	30,000
412475 Special Departmental Supplies	106	231	-	430	430
412611 Telephone	1,487	1,308	1,186	1,731	2,078
414111 IS Charges	2,704	4,107	4,478	4,753	6,917
41460 Risk Management Charges	8,824	10,003	27,668	35,670	49,877
4174 Equipment	-	6,890	5,660	-	-
<b>Total Financing Uses</b>	<b>309,822</b>	<b>332,236</b>	<b>366,984</b>	<b>486,970</b>	<b>509,395</b>
<b>Excess (Deficiency) of Financing Sources over Financing Uses</b>	<b>6,087</b>	<b>22,841</b>	<b>15,798</b>	<b>-</b>	<b>-</b>
<b>Fund Balance (Deficit) - Beginning</b>	<b>51,102</b>	<b>57,189</b>	<b>80,030</b>	<b>95,828</b>	<b>95,828</b>
<b>Fund Balance (Deficit) - Ending</b>	<b>\$ 57,189</b>	<b>\$ 80,030</b>	<b>\$ 95,828</b>	<b>\$ 95,828</b>	<b>\$ 95,828</b>



**Lyndon Jones**  
**Construction, Inc.**  
 Public Utilities  
 Contractor of the Year

**Budget Information (cont.)**
**Fund 25 - Community Events**

Staffing Information	Bi-weekly Salary		Full-time Equivalent		
	Minimum	Maximum	FY 2007	FY 2008	FY 2009
<b>Appointed - Category-Other</b> Community Events Director*	\$ 2,086.40	\$ 3,286.10	1.00	1.00	1.00
<b>Regular:</b>					
Special Events Coordinator	\$ 1,286.40	\$ 2,026.10	0.00	1.00	1.00
Community Events Assistant	\$ 1,168.80	\$ 1,840.90	0.00	1.00	1.00
Executive Secretary	\$ 1,168.80	\$ 1,840.90	1.00	0.00	0.00
<b>Seasonal:</b>					
Intern	\$ 9.43	\$ 15.08	0.43	0.00	0.00
<b>Total FTEs</b>			2.43	3.00	3.00

\* Current incumbent has Appointed status. Upon attrition new hire will have Regular Employee status.

Fee Information	2005 Approved	2006 Approved	2007 Approved	2008 Approved	2009 Approved
3166 July 4th Booth (fee per booth)	\$110	\$125	\$125	\$125	\$125
316929 Special Events Food Vendor Insurance Fee	N/A	N/A	\$65	\$65	\$65
3166 Booth Deposit (Refundable if cancelled 7 days prior to event, \$10 fee for cancellation; if less than 7 days, both deposit and booth fee are forfeited.)	\$30	\$30	\$30	No Deposit	No Deposit



Sandy Police Color Guard at the Sandy 4th Flag Raising Ceremony

The Sandy Arts Guild, a 501 (c)(3), is now a wholly owned instrumentality of Sandy City. The Guild has a volunteer board, and the Sandy City Council serves as the Board of Trustees. Under this new arrangement, the Guild has a much more secure operating base and the city has new avenues to seek for additional funding to provide the high-quality arts programming the citizens of Sandy City have come to expect. Most people won't notice any difference except that checks will be made payable to the Sandy Arts Guild, instead of Sandy City. Also, donations will now be tax deductible. This is an exciting new direction for Sandy City and the Sandy Arts Guild.

## Five-year Accomplishments

- Purchased new equipment to keep up with the needs of the Musical Theater productions.
- Provided new parking and improved trails around the Amphitheater to improve our patrons' experience.
- Implemented a new ticketing system to better manage accounts.
- Negotiated reduced fees with Smith'sTix to make our events even more affordable.
- Launched a new website "www.sandyarts.com" that contains information for both the Amphitheater and the Sandy Arts Guild.
- Worked to improve safety of our technicians and improve the lighting capabilities of the Amphitheater.

## Performance Measures & Analysis

Measure (Calendar Year)	2004	2005	2006	2007
<b>Season Ticket Sales</b>				
Full Season Tickets	1,266	1,138	936	1,047
Half Season - Act I	90	79	45	33
Half Season - Act II	120	145	97	57
Season Total	1,476	1,362	1,078	1,137
<b>Box Office Ticket Sales</b>				
Box Office Tickets Sold	19,613	18,527	29,289	29,475
<b>Total Ticket Sales</b>	<b>21,089</b>	<b>19,889</b>	<b>30,367</b>	<b>30,612</b>

### Dan Jones Survey (These results are from questions asked in the December 2006 survey.)

90% of citizens report they are satisfied to very satisfied with their Amphitheater experience.

95% plan to renew their season tickets.

A list of things citizens like most about the Amphitheater experience includes Variety/Quality of Programming -

Beautiful Outdoor Setting - Convenience - Family Atmosphere - Gathering with Others in the Community.

When asked what they would change, the most common response was "Nothing."

## Significant Budget Issues

- 1 New Line Items** - Building Rental and Venue Merchandise Fees had previously been included in Sundry Revenue and have now been moved to their own line items.
- 2 Interest Income** - This revenue was reduced based on the projection of lower interest rates.
- 3 Corporate Sponsorships** - Levels of sponsorship change from year to year depending on programming.
- 4 Sundry Revenue** - This budget has decreased significantly due to the removal of FY 2008 one-time money.
- 5 Food and Beverage** - We have contracted with an outside vendor to operate concessions.
- 6 Staffing Change** - In December the staffing document will change to 0.75 FTE.
- 7 Capital Projects** - This amount will be used to improve employee safety by replacing light towers at the amphitheater.
- 8 Fund Balance** - The beginning fund balance increase in FY 2007 was a result of the combination of the Sandy Amphitheater and the Sandy Arts Guild which occurred on July 1, 2007.
- 9 Fee Changes** - The gradual increases are intended to eventually bring ticket prices more in line with market levels and to allow amphitheater revenue to better cover the cost of presenting the shows. New fees have been implemented to help cover Amphitheater rental costs.

# Budget Information

# Fund 26 - Sandy Arts Guild

Department 48	2005 Actual	2006 Actual	2007 Actual	2008 Estimate	2009 Approved	
<b>Financing Sources:</b>						
31391 Art Grants	\$ -	\$ -	\$ 36,883	\$ 46,000	\$ 50,000	
31493 Building Rental	-	-	-	11,000	11,000	1
31611 Interest Income	4,241	11,341	20,241	16,100	8,900	2
31642 Venue Merchandise Fees	-	-	-	2,000	2,000	1
31667 Amphitheater Season Tickets	128,196	100,714	73,907	78,000	82,000	
31668 Amphitheater Box Office Tickets	110,633	121,594	229,568	192,000	198,000	
3167 Corporate Sponsorships	178,281	91,565	89,427	195,000	145,000	3
31682 Fundraising	-	-	-	10,000	10,000	
3169 Sundry Revenue	18,922	18,760	16,313	32,000	1,000	1,4
318252 Food & Beverage Sales	-	11,088	22,393	20,000	8,500	5
3411 Transfer In - General Fund	108,079	107,800	93,547	187,475	206,048	
<b>Total Financing Sources</b>	<b>548,352</b>	<b>462,862</b>	<b>582,279</b>	<b>789,575</b>	<b>722,448</b>	
<b>Financing Uses:</b>						
411111 Regular Pay	-	-	28,861	53,870	64,182	6
411121 Seasonal Pay	48,081	47,038	58,570	58,000	59,160	
411131 Overtime/Gap	3,112	1,076	513	5,000	5,000	
411211 Variable Benefits	5,155	4,967	12,268	18,690	20,775	6
411213 Fixed Benefits	-	-	4,374	8,025	10,451	6
41132 Mileage Reimbursement	-	10	41	-	-	
4121 Books, Sub. & Memberships	2,995	2,750	4,094	2,500	2,500	
41231 Travel	230	-	20	300	300	
41235 Training	-	-	200	500	500	
412400 Office Supplies	455	3,161	1,312	2,500	2,500	
412420 Postage	4,638	4,436	4,975	5,000	5,000	
412435 Printing	12,311	9,575	4,876	13,000	13,000	
412470 Special Programs	3,401	6,752	5,055	17,000	17,000	
412475 Special Departmental Supplies	6,127	4,847	4,491	3,500	3,500	
412512 Equipment Rental	13,755	8,163	57,863	44,250	40,500	
412523 Power & Lights	15,303	13,541	13,892	12,500	12,500	
412524 Heat	-	-	-	750	750	
412525 Sewer	120	345	900	600	600	
412527 Storm Water	850	965	2,035	2,220	2,220	
412611 Telephone	6,723	6,078	8,132	7,008	7,417	
41341 Audit Services	-	-	2,486	-	-	
41342 Credit Card Processing	3,754	3,365	3,770	3,000	3,000	
41343 Event Ticket Processing Fee	4,000	4,000	-	5,000	5,000	
41374 Facility Rental	-	-	6,805	7,000	7,000	
41379 Professional Services	-	-	2,554	-	-	
413861 Security	-	-	100	1,500	1,500	
413862 Technical Support	12,234	10,421	8,940	23,800	23,800	
413863 Custodial Support	4,485	4,250	1,120	9,000	9,000	
413865 Hospitality	-	-	300	1,500	1,500	
41387 Advertising	28,544	25,144	45,265	52,000	52,000	
41388 Performers	158,920	95,015	262,941	329,000	248,000	
41401 Administrative Charges	-	-	7,500	7,875	8,269	
414111 IS Charges	3,857	4,978	5,430	5,737	7,919	
415422 Food and Beverages	-	4,986	8,752	14,500	2,000	5
4169 Grants	102,000	107,500	49,000	53,800	53,800	

**Budget Information (cont.)**
**Fund 26 - Sandy Arts Guild**

<b>Department 48</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Estimate</b>	<b>2009 Approved</b>
4174 Equipment	4,338	12,424	7,022	44,500	10,000
4199 Contingency	-	-	-	10,650	21,805
4373 Building Improvements	-	-	14,839	10,395	-
4379 Loss on Sale of Assets	-	-	36,418	-	-
44141 Transfer Out - Capital Projects	-	-	-	-	50,000
<b>Total Financing Uses</b>	<b>445,388</b>	<b>385,787</b>	<b>675,714</b>	<b>834,470</b>	<b>772,448</b>
<b>Excess (Deficiency) of Financing Sources over Financing Uses</b>	<b>102,964</b>	<b>77,075</b>	<b>(93,435)</b>	<b>(44,895)</b>	<b>(50,000)</b>
<b>Fund Balance (Deficit) - Beginning</b>	<b>113,396</b>	<b>216,360</b>	<b>463,283</b>	<b>369,848</b>	<b>324,953</b>
<b>Fund Balance (Deficit) - Ending</b>	<b>\$ 216,360</b>	<b>\$ 293,435</b>	<b>\$ 369,848</b>	<b>\$ 324,953</b>	<b>\$ 274,953</b>

<b>Staffing Information</b>	<b>Bi-weekly Salary</b>		<b>Full-time Equivalent</b>		
	<b>Minimum</b>	<b>Maximum</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>
<b>Regular:</b>					
Marketing/Development Specialist	\$ 1,286.40	\$ 2,026.10	1.00	1.00	1.00
<b>Part-time</b>					
Production/Office Coordinator	\$ 1,089.60	\$ 1,716.10	0.00	1.00	1.00
<b>Seasonal:</b>			6.02	4.70	4.70
Talent Manager	\$ 15.93	\$ 25.49			
Stage Manager	\$ 15.93	\$ 25.49			
Event Producer	\$ 12.25	\$ 19.60			
Stage Technician	\$ 12.25	\$ 19.60			
Stage Manger Assistant	\$ 9.43	\$ 15.08			
Stage Technical Assistant	\$ 9.43	\$ 15.08			
Box Office Manager	\$ 9.43	\$ 15.08			
House Manager	\$ 9.43	\$ 15.08			
Marketing/Development Intern	\$ 9.43	\$ 15.08			
Venue Coordinator	\$ 9.43	\$ 15.08			
Concessions Manager	\$ 9.43	\$ 15.08			
Spotlight Operator	\$ 7.25	\$ 11.60			
Concessions Staff	\$ 7.25	\$ 11.60			
Box Office Staff	\$ 7.25	\$ 11.60			
Custodian I/II	\$ 7.25	\$ 11.60			
Parking / Backstage Attendant	\$ 7.25	\$ 11.60			
<b>Total FTEs</b>			<b>7.02</b>	<b>6.70</b>	<b>6.70</b>

*Sandy Arts*  
a spark in all of us

**Budget Information (cont.)**
**Fund 26 - Sandy Arts Guild**

Fee Information	2005 Approved	2006 Approved	2007 Approved	2008 Approved	2009 Approved	
<b>31667 Single Season Passes</b>						<b>9</b>
Mounted/Permanent Seat (Premium)	\$85	\$90	\$95	\$100	\$105	
Mounted/Permanent Seat (Priority)	\$75	\$80	\$85	\$88	\$89	
Lawn Seating (Adult)	\$45	\$50	\$50	\$54	\$58	
Lawn Seating (Under 18)	\$35	\$40	\$40	\$42	\$47	
<b>31667 Half Season Plans</b>						
Mounted/Permanent Seat (Premium)	\$47	\$50	\$55	\$55	\$58	<b>9</b>
Mounted/Permanent Seat (Priority)	\$41	\$45	\$50	\$50	\$50	
Lawn Seating (Adult)	\$25	\$30	\$30	\$31	\$32	<b>9</b>
Lawn Seating (Under 18)	\$20	\$25	\$25	\$25	\$25	
<b>31668 Single Event Tickets</b>	Per Event	Per Event	Per Event	Per Ticket	Per Ticket	
Single Event Ticket Processing Fee	\$1	\$1	\$1	\$1	\$1	
<b>31493 Amphitheater Rental / day</b>	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	
City Sponsored Group - Rehearsal	\$100	\$100	\$100	\$100	\$100	
City Sponsored Group - Performance	\$200	\$200	\$200	\$200	\$200	
Stage Manager Fee / day 4 hr. max	\$175	\$175	\$175	\$175	\$175	
Tech Crew Fee / day 4 hr. max	\$400	\$400	\$400	\$400	\$400	
Parking Fee / ticket (paid by promoter)	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	
Building Fee / ticket (paid by promoter)	-	-	-	-	\$0.50	<b>9</b>
Security (per officer per hour)	-	-	-	-	\$40.39	<b>9</b>
EMTs (per technician per hour)	-	-	-	-	\$38	<b>9</b>
Cleaning Fee	\$100	\$100	\$100	\$100	\$100	
<b>31642 Venue Merchandise Fee</b>	N/A	25%	25%	10% - 20%	10% - 20%	



**"Beauty and the Beast"**

Sarah E. Wirthlin as Belle and Gordon Joseph Thomas as Beast



The objectives of the Risk Management Division are (1) to assist city departments in the implementation of effective safety and other loss prevention programs to protect the employees and assets of the city from injury, damage, or loss; (2) to minimize loss or injury when incidents do occur; and (3) to appropriately finance or insure the cost of claims, injuries, and losses. The policies, practices, and procedures adopted to achieve these objectives focus on the following:

- Inspections, audits, and claims analysis to identify the risks involved in city operations and to estimate the potential severity of these risks.
- Training and other loss-prevention techniques to reduce or eliminate risks and to minimize the severity of injuries and losses.
- Prompt and professional investigation and handling of all claims to fairly evaluate potential liability and to settle claims promptly and fairly when appropriate. Communication with affected department personnel and directors is to be maintained to develop trust and understanding of decisions and actions taken.
- Review of city contracts to assure that proper risk transfer techniques have been utilized by departments to require contractors, vendors, and others to have adequate insurance, to insure the city, and to take other measures to protect the city from loss due to the actions of the contractor, subcontractors, and others.
- Careful and timely evaluation of financing alternatives, including options available through commercial insurance, self-insurance, and other options. Current policy decisions have resulted in increasing use of self-funding options to capitalize on the city's excellent loss experience in liability and fleet / motor vehicle coverage. Current trends indicate potential for savings by increasing reliance on the self-funding alternative.
- Adequate funding of all reserve funds to assure compliance with GASB standards and to protect the taxpayers from unfunded liability loss costs. Revenue sources include a dedicated property tax, a workers compensation payroll assessment, and general fund and enterprise fund contributions.
- General Liability - Maintain or improve 3-year rolling average in claims per employee and claim cost per employee.
- Workers Compensation - Maintain or improve 3-year rolling average in claims per employee and claim cost per employee.
- Reserve Funding - Maintain adequate funding of GL, WC, and property reserve funds to meet GASB standards and to make timely payment of all claims and claim expenses.

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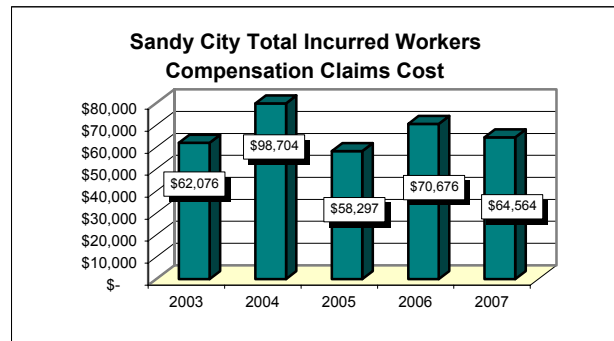
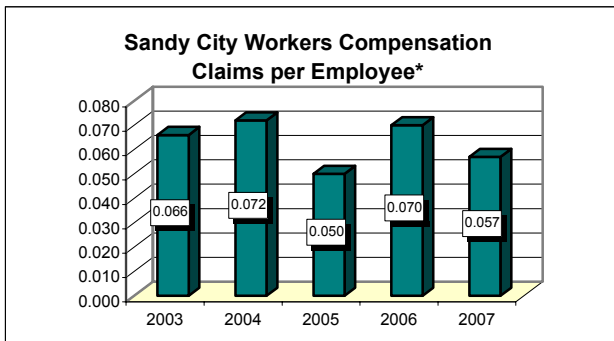
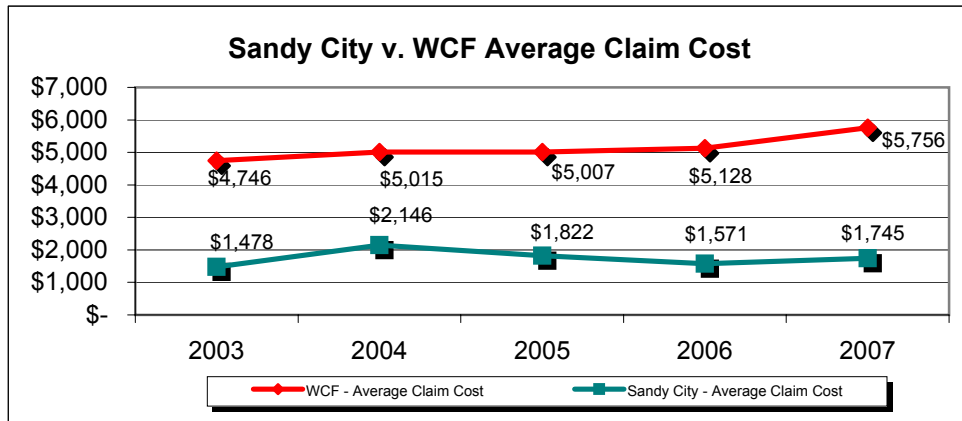
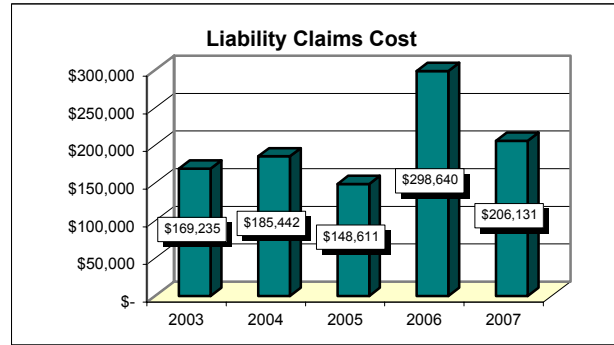
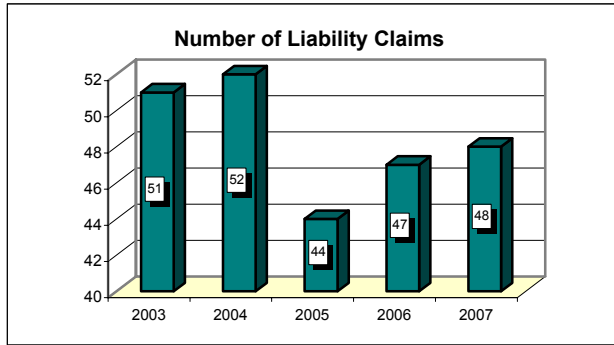
## **Five-year Accomplishments**

**General Liability** - On average, the number of claims continues to decline despite an increase in the cost of claims, number of employees, population base, and scope of services. This is attributed to improved safety programs, safety audits and training, and constant review of all claims and accidents by the department safety committees and the city's risk committee. The cost of claims rose significantly in FY 2006 as a result of several expensive claims and lawsuits.

**Workers Compensation** - The number and cost of workers compensation claims decreased in FY 2007, and the city continues to have an excellent loss record in this area. In recognition of this fact, the city achieved a reduction in WC premium, largely due to our low "e-mod" (experience modifier). Over the past five years, the city has received the following awards in recognition of our success in achieving workplace safety:

- June 8, 2004 - the WCF "Charles A. Caine Award" for workplace safety (one of 13 given)
- 2004 - the WCF "Excellence in Safety Award in Recognition of Excellence in Safeguarding Employees"
- June 1, 2006 - the WCF "Charles A. Caine Award" for workplace safety (one of 16 given)
- June 2008 - the WCF "Charles A. Caine Award" for workplace safety (one of 14 given)

**Property** - During the past five years, no property losses have been paid by the city's insurance carrier, and we have benefited by a substantial decrease in our property insurance rates. This was accomplished in spite of the current market trends which have often resulted in dramatic rate increases following the hurricanes and other natural disasters of the past few years.



\*By comparison, in 1976, there were approximately .25 workers compensation claims per employee.

## Significant Budget Issues

- 1 Staffing Change** - A summer intern will assist in performing safety audits and developing policies and procedures.
- 2 Property Value Appraiser** - This is to appraise the actual costs to replace the city's insured buildings and structures.
- 3 Capital Projects** - This amount will be used to improve employee safety by replacing light towers at the amphitheater.



# Budget Information

# Fund 65 - Risk Management

Department 1215	2005 Actual	2006 Actual	2007 Actual	2008 Estimated	2009 Approved
<b>Financing Sources:</b>					
31111 Property Taxes - Current	\$ 374,712	\$ 376,507	\$ 382,065	\$ 385,074	\$ 388,101
3119 Miscellaneous Revenue	16	7,076	8,076	-	1,594
31191 Misc. Revenue - WCF Dividend	27,169	23,573	40,081	-	-
318281 Workers Comp. Charges	234,686	299,201	314,996	285,671	300,475
318282 Risk Management Charges	682,116	529,714	493,297	434,013	412,139
3361 Interest Income	78,185	138,095	189,665	171,918	87,180
<b>Total Financing Sources</b>	<b>\$ 1,396,884</b>	<b>\$ 1,374,166</b>	<b>\$ 1,428,180</b>	<b>\$ 1,276,676</b>	<b>\$ 1,189,489</b>
<b>Financing Uses:</b>					
411111 Regular Pay	173,441	208,028	214,109	219,197	231,235
411121 Seasonal Pay	14,563	4,282	2,782	9,048	5,000
411211 Variable Benefits	37,970	45,275	45,539	44,618	50,010
411213 Fixed Benefits	16,100	19,166	24,511	25,616	24,763
41131 Vehicle Allowance	5,144	5,161	5,556	5,544	5,796
41132 Mileage Reimbursement	134	217	74	300	300
4121 Books, Sub. & Memberships	2,671	2,034	2,154	2,206	2,206
41231 Travel	1,487	5,375	3,008	4,200	4,200
41232 Meetings	1,447	2,921	2,413	1,900	3,150
41235 Training	295	470	963	1,200	1,200
412400 Office Supplies	890	238	3,324	1,100	1,100
412420 Postage	627	713	564	600	600
412440 Computer Supplies	-	-	52	427	427
412490 Miscellaneous Supplies	1,365	922	1,421	1,100	1,100
412611 Telephone	1,411	1,203	1,085	1,517	1,546
41331 Litigation/Legal Services	434	-	-	-	-
413611 Gen. Liability/Auto Insurance	93,981	99,343	105,033	92,854	100,118
413613 Gen. Liability Claim Payments	314,814	577,942	(54,861)	387,042	276,669
413621 Property Insurance	178,067	142,369	88,432	124,268	132,919
413631 Workers Comp. Insurance	225,940	252,128	247,883	256,960	248,189
413632 Workers Comp. Payments	(30,997)	(4,407)	-	-	-
413641 Fidelity Bonds	6,424	5,858	5,968	6,266	5,676
41365 Broker Fees	18,911	19,384	6,861	19,000	20,000
41366 Safety Program/Inspections	32,168	-	-	-	-
413661 Employee Safety Awards	-	35,025	54,637	56,000	56,000
413662 Safety Program	-	26,330	33,828	4,000	6,000
413723 UCAN Charges	228	25	-	270	270
4137903 Real Estate Appraiser	-	-	-	-	27,500
41401 Administrative Charges	-	-	60,216	71,890	68,610
414111 IS Charges	5,815	8,173	8,892	9,538	9,913
4174 Equipment	2,512	-	-	-	-
441411 Transfer Out - CP Fund	-	-	100,000	150,000	50,000
441612 Transfer Out - Fleet Repair Fnd	80,000	-	-	-	-
<b>Total Financing Uses</b>	<b>\$ 1,185,842</b>	<b>\$ 1,458,175</b>	<b>\$ 964,444</b>	<b>\$ 1,496,661</b>	<b>\$ 1,334,497</b>
<b>Excess (Deficiency) of Financing Sources over Financing Uses</b>	<b>211,042</b>	<b>(84,009)</b>	<b>463,736</b>	<b>(219,985)</b>	<b>(145,008)</b>
<b>Accrual Adjustment</b>	<b>(87,025)</b>	<b>150,058</b>	<b>(221,579)</b>	<b>-</b>	<b>-</b>
<b>Balance - Beginning</b>	<b>3,248,294</b>	<b>3,372,311</b>	<b>3,438,360</b>	<b>3,680,517</b>	<b>3,460,532</b>
<b>Balance - Ending</b>	<b>\$ 3,372,311</b>	<b>\$ 3,438,360</b>	<b>\$ 3,680,517</b>	<b>\$ 3,460,532</b>	<b>\$ 3,315,524</b>

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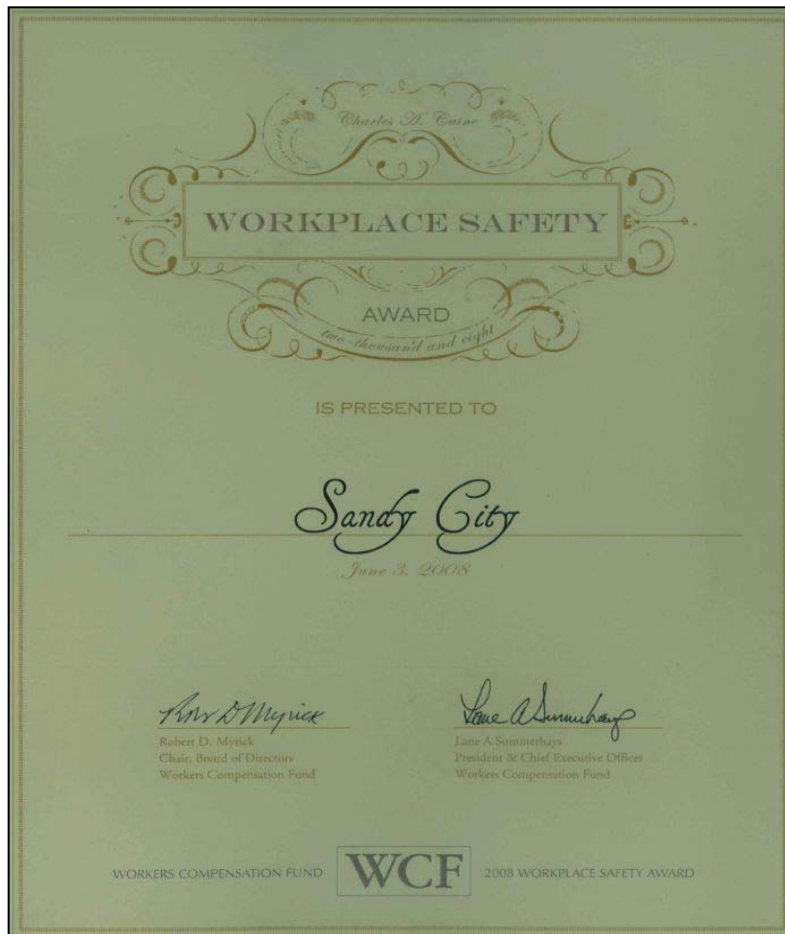
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## Budget Information (cont.)

## Fund 65 - Risk Management

Staffing Information	Bi-weekly Salary		Full-time Equivalent		
	Minimum	Maximum	FY 2007	FY 2008	FY 2009
<b>Appointed - Category 2:</b>					
Risk Manager / Fund Counsel	\$ 2,775.20	\$ 4,370.90	1.00	1.00	1.00
<b>Regular:</b>					
Risk Management Officer	\$ 2,240.00	\$ 3,528.00	1.00	1.00	1.00
<b>Part-time:</b>					
Risk Management Assistant	\$ 10.27	\$ 16.18	0.50	0.50	0.50
<b>Seasonal:</b>			0.00	0.00	0.17
Intern	\$ 9.43	\$ 15.08			
Receptionist	\$ 7.25	\$ 11.60			
<b>Total FTEs</b>			2.50	2.50	2.67

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Once again, Sandy City was one of 14 organizations that was selected in 2008 from the 27,000 policyholders insured by the Workers Compensation Fund of Utah to receive the Charles A. Caine Safety Award. Sandy City has received more safety awards from the Fund than any other policy holder (both public and private) during the past decade.